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# Job Training Partnership Report

October 1, 1983 - June 30, 1985

Working Together Works.



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COORDINATING COUNCIL

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Job training partnership report.



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# **WORKING TOGETHER WORKS**

## **Job Training Partnership Report**

(October 1, 1983 - June 30, 1985)

TO  
GOVERNOR  
TED SCHWINDEN

from

Montana Job Training Coordinating Council  
Jerome C. Overmier, Chairperson

Prepared for the Council by  
Joanne Sullivan and Marjorie Reilly  
Job Service and Training Division  
Montana Department of Labor and Industry  
David E. Wanzenried and Gene Huntington, Commissioners



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# MONTANA'S JOB TRAINING PARTNERSHIP COUNCILS

P.O. BOX 1728, HELENA, MONTANA 59624 • PHONE 444-4500

Dear Governor Schwinden:

I am pleased to present this Job Training Partnership Act Report (JTPA) on behalf of the Job Training Coordinating Council (JTCC).

The enclosed report (required under Section 122(b)(6) of PL 97-300) summarizes employment and training activities of Montana's JTPA program during its first twenty-one months of operation. It describes the partnership that was formed between the public and private sectors, the types of programs operated and the outcome of the training received.

During the period covered (October 1, 1983 - June 30, 1985) the JTCC and the Private Industry Councils were very active in learning to understand the new Act and establish goals and programs which would meet the needs of Montana's economically disadvantaged citizens. The Councils examined difficult issues and made the tough decisions which accompanied the transition from the Comprehensive Employment and Training Act (CETA) to the Job Training Partnership Act (JTPA).

The need that employers have for skilled workers goes hand in hand with the need of our state's disadvantaged citizens for job skills. The Montana Job Training Partnership program is the link which meets the needs of both by joining them together. We are proud of the progress that has been made toward meeting the goal of bringing all those who want to work into the labor force. Last year 2989 persons assisted by job training programs in Montana were successfully placed in jobs at a cost which was less than one-half of that set by the federal government.

The efforts of the Councils, the administrative entity and the program operators are vivid proof that the job training partnership works in Montana. The continued success of JTPA will depend on continued support from state and local government, private businesses, organized labor, community-based organizations and the public.

The JTCC wishes to express our appreciation for your past support and we look forward to your continued involvement as we address the job training needs of Montana's citizens.

Sincerely,



Jerome C. Overmier, Chair  
Job Training Coordinating Council

Job Training Coordinating Council  
Concentrated Employment Program Private Industry Council  
Concentrated Employment Program Council of Commissioners



Balance-of-State Private Industry Council  
Balance-of-State Local Government Job Training Advisory Council

**Working Together Works**



*Ray Tilman, Chairperson,  
Concentrated Employment Program  
Private Industry Council*



*Marie McAlear, Chairperson,  
Concentrated Employment Program,  
Council of Commissioners*



*Jerome C. Overmier, Chairperson,  
Job Training Coordinating Council*



*B. F. "Chris" Christiaens, Chairperson,  
Balance-of-State Private Industry  
Council*



*Jane Jelinski, Chairperson,  
Local Government Job Training  
Advisory Council*

# ***Economic Context***

Montana has a small economy, far from the major U.S. markets. The economy is based on natural resources and heavily dependent on small business. Basic industries determine the direction of a state and local economy. Montana's are agriculture, mining, heavy construction, forest industries and other manufacturing, railroads, tourism and federal government. Forty-three percent of Montana's jobs are with employers with fewer than 20 employees while the national average is 26 percent.

Changes in the U.S. economy often have a delayed but major impact on Montana's economy. Beginning in late 1979 and lasting until the second quarter of 1982, Montana experienced one of the longest and most severe recessions of the post-war period. Non-farm income declined eight percent while the corresponding figure for the United States was a decline of two percent. The primary reasons cited for the recession in Montana are: poor agricultural profitability, high interest rates and permanent closures in Montana's major industries.

Since 1979, Montana has permanently lost about 8,000 jobs. These jobs were primarily lost as result of the following:

- the shutdown of the Milwaukee Road and reduction of other railroad employment.
- the closure of large primary metal refineries in Anaconda and Great Falls and decreasing and finally cessation of all Butte mining operations by the Anaconda Minerals Company.
- the loss of a large sawmill and plywood plant in Missoula and downturn in the forest products industry.
- decreased federal civilian and military employment.
- a downturn in the food products industry due to a loss in sugar production and meat packing plant closures in Eastern Montana.

Both Montana and the U.S. began their recovery late in 1982. But Montana's recovery has been more sluggish. For example, Montana's nonfarm income increased only 1.7 percent compared to the national rate of 3.1 percent in 1983. Nonfarm income is not expected to reach its 1979 rate until late 1985 or 1986.

Further, the gap between Montana and the U.S. per capita income has widened, currently ranking the state 37th in the nation. State economists predict this gap, which ranks Montana in the lower 20 percent of U.S. income, will continue to widen.

	<b>U.S.</b>	<b>Montana</b>
1983	\$11,400	\$ 9,999
1984	\$12,707	\$10,216

Comparative unemployment rate percentages for the last few years are as follows:

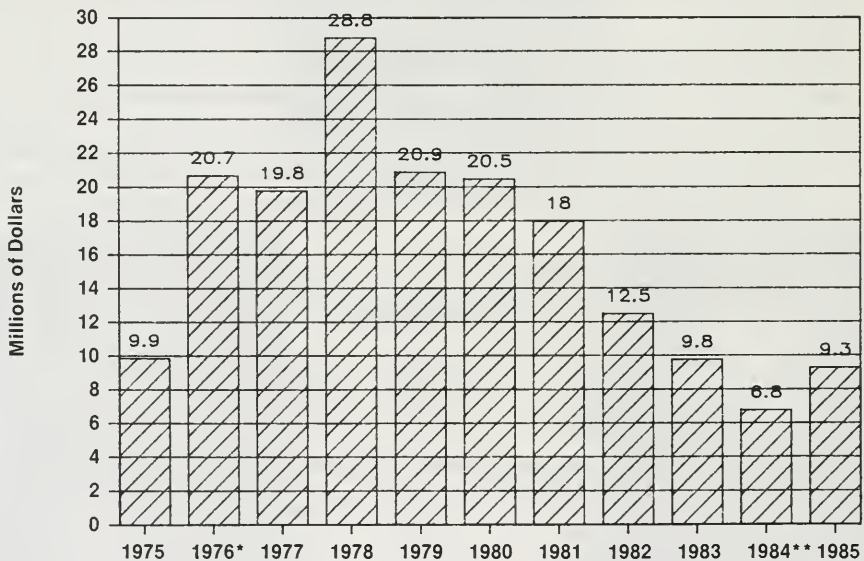
	<b>U.S.</b>	<b>Montana</b>
1981	7.6	6.9
1982	9.7	8.6
1983	9.6	8.8
1984	7.5	7.4
1985	7.3	7.7

The unemployment rate includes persons who are looking for and available for work, or waiting to be called back to a job from which they have been laid off. It does not include "discouraged workers," those persons who are no longer looking for work. The unemployment rate tends to be a lagging economic indicator, declining well after a recession begins and rising after other indicators signal an improvement in the economy. Economists predict that Montana's unemployment rate will decrease slightly to about seven percent (or approximately 29,000 workers) but it will be above the U.S. rate which is expected to be 6.8 percent in 1987 and 1988.

The Research and Analysis Section of the Department of Labor and Industry predicts an increase of 54,398 jobs over the next eight years, an annual average of 2.4 percent. Unfortunately these jobs will be concentrated in relatively few occupations. Many of these jobs will be low-skill and low paying. The occupational structure of Montana is continuing its gradual shift from blue collar jobs toward white collar and service industry jobs. However, the shift in Montana is not as dramatic as the national trend.

The slow growth in Montana's nonfarm base, plus continued problems in agriculture translate into slow economic growth overall. Montana can expect significant challenges to its economic and social well being in the 1980's and beyond due to changes in the workforce and work place. Successfully meeting these challenges will require a well-trained workforce. The Job Training Partnership is helping to meet that challenge. Montana paid \$61,857,114 in unemployment benefits in Program Year 1984 (October 1, 1983 - June 30, 1984). In contrast only \$8.8 million in federal funds were provided for job training and retraining programs.

## MONTANA CETA AND JTPA EXPENDITURES



**Footnotes:**

\* 1976 funding was 15 months due to federal year date change.

\*\* 1984 was a nine-month federal transition year.

# Job Training Overview

A new employment and training system was enacted October 13, 1982, to replace the Comprehensive Employment and Training Act (CETA). The Job Training Partnership Act of 1982 (JTPA) (Public Law 97-300) permanently authorizes job training and related assistance to economically disadvantaged individuals, dislocated workers, and others who face significant employment barriers. The ultimate goal of the act is to move trainees into permanent, self sustaining employment.

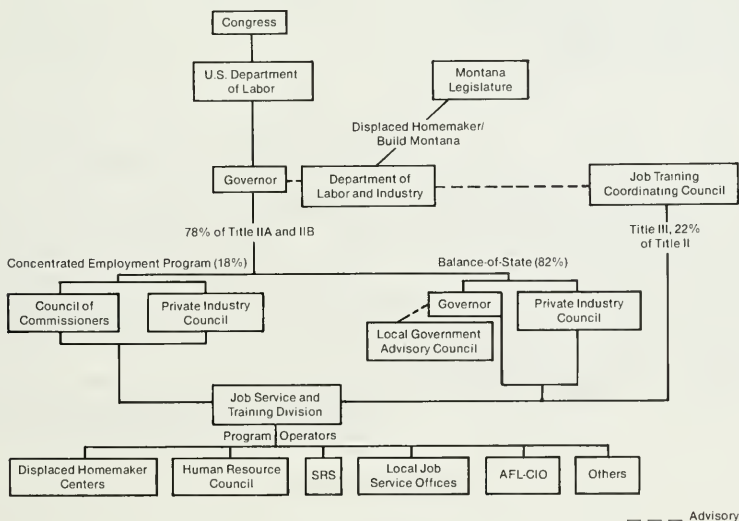
In some major respects, JTPA is a landmark piece of federal legislation. It goes further than any other type of federal legislation toward involving the private sector in a policy-making role.

JTPA differs significantly from its predecessor, the Comprehensive Employment and Training Act, in both purpose and structure. CETA was a job training program, an income transfer program and a subsidized employment program. JTPA's primary focus is in job training and placement in unsubsidized employment. While the CETA program was locally operated, it was federally directed. JTPA retains, strengthens and broadens the concept of local operation but gives the State responsibility for oversight, technical assistance and policy guidance.

## THE TRANSITION

Program Year 1983 (October 1, 1983 - June 30, 1984) was a transition year from CETA to JTPA. During the year many of the CETA programs were retained, while at the same time, new systems were being developed to fully implement JTPA. By Program Year 1984 (July 1, 1984 - June 30, 1985), the Councils had made many difficult decisions about the type of delivery system they could operate with limited funding and still meet the intent of JTPA.

## JTPA FUNDING FLOW CHART



# STATE COORDINATION

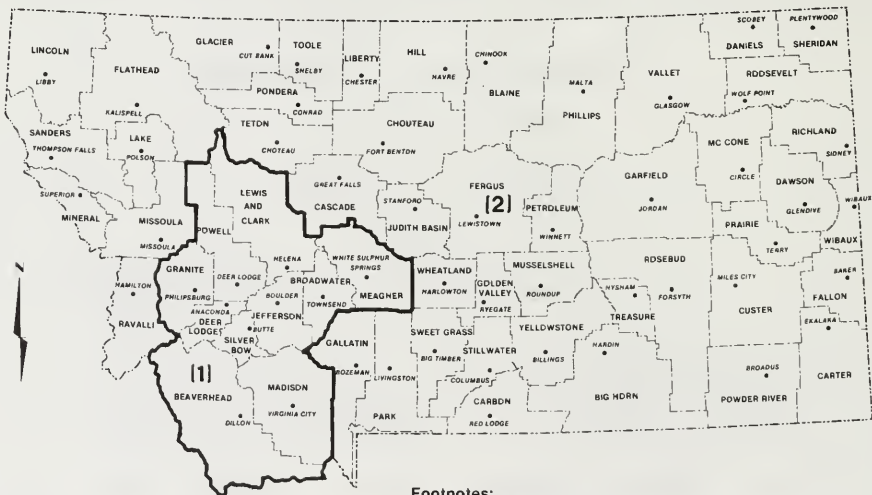
The major responsibility for implementation, administration and monitoring activities under JTPA shifted from the U.S. Department of Labor to the governors. To carry out the many state functions under the Act, the Governor seeks the advice of the Montana Job Training Coordinating Council (JTCC). The JTCC is appointed by the Governor. One-third of the Council members represent business or industry. The remaining members represent education, organized labor, local government, community-based organizations, and the state legislature. JTCC Chairperson, Jerome C. "Jerry" Overmier, Vice-President and Cashier, Helena First Bank, represents the private sector as required in the Act.

The JTCC, initiated in March of 1983, had a full agenda its first two years. They proposed the geographic boundaries of the Service Delivery Areas (SDAs), recommended a State Coordination and Special Services Plan to the Governor, established performance standards, recommended Governor's Goals for employment and training programs, reviewed statewide programs and budgets, reviewed SDA's job training plans and reviewed and commented on the annual employment service plan.

# SERVICE AREAS

Service Delivery Areas (SDA's) are geographic regions within the state through which certain job training services are to be provided. After studying a number of options, the Job Training Coordinating Council recommended two SDA's to the Governor: the Concentrated Employment Program (CEP) SDA, a county consortium consisting of Silver Bow, Lewis and Clark, Broadwater, Jefferson, Meagher, Granite, Beaverhead, Deer Lodge, Powell and Madison counties; and the Balance-of-State SDA, which is composed of the remaining 46 counties.

## SERVICE DELIVERY AREAS



### Footnotes:

- (1) Concentrated Employment Program Service Delivery Area
- (2) Balance-of-state Service Delivery Area

The JTCC seriously considered designating Montana a single SDA like our sister states of Wyoming and North and South Dakota. However CEP's which were specially designated rural programs under CETA, were grandfathered into JTPA. In addition, the four remaining CEP areas in the nation were given special privileges. They were exempt from the restrictive 70/30 provisions of JTPA which limited how much money could go directly to participants to keep them in training. Finally, the CEP's received hold harmless funds for the last two funding periods amounting to over \$450,000 above the formula allocation for each year.

## THE PARTNERSHIP

In enacting JTPA, Congress recognized that because at least 80 percent of available jobs are in the private sector, the success of any labor market initiative depends on the extent to which its graduates meet the demands of private employers. The formula is basic: Businesses need a skilled workforce. Government has assumed the responsibility to provide training for individuals unable to acquire those skills through traditional means. The unemployed and economically disadvantaged need skills. An effective public/private partnership is a critical part of designing a successful employment and training program.

Within each Service Delivery Area, the Private Industry Council (PIC), consisting of business and community leaders, formed a partnership with government to identify needs and plan programs to meet those needs. The Private Industry Councils are responsible for program oversight, planning, monitoring and evaluation of Title II programs. The chairperson and at least 51 percent of the members are representatives of the business community. These individuals must be nominated by general purpose business organizations.

For the first two program years, the CEP PIC was chaired by Ray Tilman, Director of Employee Involvement and Special Issues of Anaconda Minerals, Butte, while the BOS PIC chairperson was State Senator B. F. "Chris" Christiaens of Great Falls. Don Peoples, Chief Executive of Butte-Silver Bow headed up the partnership in the CEP area during the initial nine months, succeeded by Madison County Commissioner, Marie McAlear. The Governor became the partner in the Balance-of-State area based on the recommendations of the Job Training Coordinating Council. In the Fall of 1984, Governor Schwinden instituted the Local Government Job Training Advisory Council (LGAC) for the BOS to increase the participation of local government. The LGAC was chaired initially by County Commissioner Bob Palmer of Missoula and subsequently by Commissioner Jane Jelinski of Gallatin County. Each Service Delivery Area selected the Job Service and Training Division, Montana Department of Labor and Industry, to administer its Title II programs in conjunction with statewide JTPA programs.

## PERFORMANCE STANDARDS

JTPA programs are viewed as an investment in human capital. Accordingly, the Act requires strict program performance standards. Adult training programs are measured by increases in unsubsidized employment and earnings, wage received at placement, cost per placement and reduction in welfare dependency. Youth training programs (for those under age 22) are measured by increases in unsubsidized employment, the cost per positive termination and attainment of employment competencies recognized by the PIC. The wage at placement standard was adjusted in PY 1984 from \$4.91 to approximately \$4.30 an hour to reflect Montana's wage rates. However, each of Montana's councils supported JTPA's performance driven system and required each program operator to strive to attain the federal goals, even the wage at placement.

# SELECTED PERFORMANCE STANDARDS ACHIEVEMENT

October 1, 1983 - June 30, 1984

	Balance-of-state Service Del. Area		Con. Empl. Program Service Del. Area		Statewide Programs			
	Standard	Actual	Standard	Actual	Standard	3% Older Worker Actual	Title III Disl. Worker Actual	State Disp. Homemaker Actual
<b>ADULT IIA</b>								
Entered Employment Rate	55.0%	70.9%	55.0%	76.3%				
Cost per Entered Employment (1)	\$5,704	\$1,944	\$5,704	\$1,795				
Average Wage at Placement	\$4.91	\$4.66	\$4.91	\$5.10				
Welfare Entered Employment Rate	39.0%	37.5%	39.0%	50.0%				
<b>OTHER ADULT (2)</b>								
Entered Employment Rate					50.0%	53.8%	70.5%	76.8%
Cost per Entered Employment (1)					\$5,900	\$3,082	\$1,170	\$1,261
<b>YOUTH IIA</b>								
Entered Employment Rate	41.0%	65.5%	41.0%	68.7%				
Positive Termination Rate	82.0%	77.5%	82.0%	87.5%				
Cost per Entered Employment (1)	\$4,900	\$2,014	\$4,900	\$1,805				
<b>YOUTH IIB (CY 1984)</b>								
Entered Employment Rate	--	6.8%	--	7.7%				
Positive Termination Rate	82.0%	96.6%	82.0%	91.2%				
Cost per Positive Termination (1)	\$4,900	\$1,686	\$4,900	\$1,990				

(1) Costs include administrative entity expenditures.

(2) Title III includes Build Montana, excluding start-up training.

# SELECTED PERFORMANCE STANDARDS ACHIEVEMENT

July 1, 1984 - June 30, 1985

	Balance-of-state Service Del. Area		Con. Empl. Program Service Del. Area		Statewide Programs			
	Standard	Actual	Standard	Actual	Standard	3% Older Worker Actual	Title III Disl. Worker Actual	State Disp. Homemaker Actual
<b>ADULT IIA</b>								
Entered Employment Rate	55.0%	66.2%	55.0%	72.2%				
Cost per Entered Employment (1)	\$5,704	\$1,982	\$5,704	\$2,490				
Average Wage at Placement	\$4.30	\$4.66	\$4.16	\$5.08				
Welfare Entered Employment Rate	39.0%	56.9%	39.0%	63.7%				
<b>OTHER ADULT (2)</b>								
Entered Employment Rate					55.0%	73.0%	73.2%	56.7%
Cost per Entered Employment (1)					\$5,704	\$3,788	\$1,295	\$ 951
Average Wage at Placement					(3)	\$4.19	\$7.20	\$4.85
<b>YOUTH IIA</b>								
Entered Employment Rate	41.0%	66.1%	41.0%	71.6%				
Positive Termination Rate	82.0%	82.1%	82.0%	85.1%				
Cost per Positive Termination (1)	\$4,900	\$2,099	\$4,900	\$1,682				
<b>YOUTH IIB (CY 1985)</b>								
Entered Employment Rate	--	4.1%	--	2.7%				
Positive Termination Rate	82.0%	94.1%	82.0%	92.0%				
Cost per Positive Termination (1)	\$4,900	\$1,709	\$4,900	\$1,710				

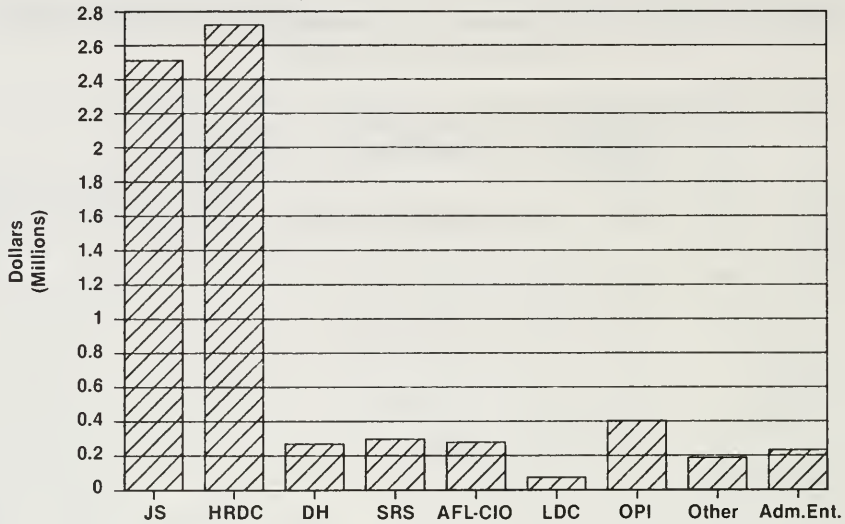
(1) Costs include administrative entity expenditures.

(2) Title III includes Build Montana, excluding start-up training.

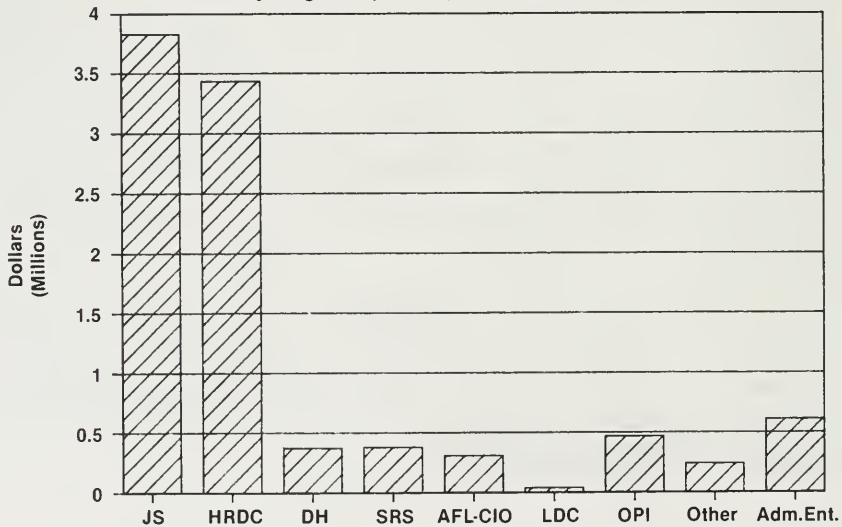
(3) Wage at placement standard is \$4.30 BOS, \$4.16 CEP

# JTPA/STATE EXPENDITURES

by Program Operator (10/1/83 - 6/30/84)



by Program Operator (7/1/84-6/30/85)



## Key:

JS  
HRDC  
DH  
SRS

Job Service Offices  
Human Resource Development Councils  
Displaced Homemaker Centers  
Dept. of Social & Rehabilitation Services

AFL-CIO  
LDC  
OPI  
Other  
Adm.Ent.

Montana State AFL-CIO  
Butte/Anaconda Local Development Corporation  
Office of Public Instruction  
Miscellaneous Operators  
Administrative Entity

## **INCENTIVE AWARDS**

States may use up to six percent of Title IIA funds to reward superior performance in an SDA, and must initiate a variety of strong corrective actions in response to poor performance. In the transition year, six percent funds were used for statewide technical assistance needs, career information, labor market data and direct provision of services. The Councils adopted an incentive policy and Title II operators were rewarded for meeting, or exceeding, the above standards and for a high rate of service to at-risk target groups. (See program section for more detail on incentive awards).

## **ELIGIBILITY**

Ninety percent of JTPA Title IIA eligible participants must be economically disadvantaged people living below the poverty level. AFDC recipients and dropouts must be served on an equitable basis based on their incidence in the general population. Up to ten percent of participants in all regular youth and adult programs may qualify, regardless of income, if they face serious employment barriers, such as limited English-speaking ability or are displaced homemakers, dropouts, offenders, veterans, handicapped, older workers, alcoholics or addicts. Title IIB enrollees must be youth age 14 to 22 who are economically disadvantaged. There is no "window of eligibility" in contrast to Title IIA.

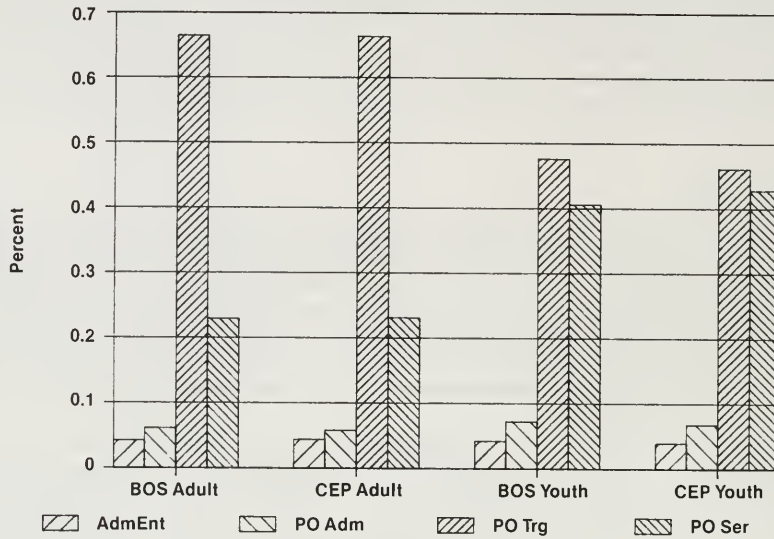
Clientele served under Title III programs differ from those served under Title II. Title III programs for dislocated workers serve those who are terminated or laid-off or have received termination or lay-off notices as well as the long-term unemployed who have limited opportunities for employment or re-employment. Emphasis is also placed on those who are eligible for or who have exhausted their unemployment benefits and are not likely to return to their previous industry or occupation. The primary difference in eligibility for Title III is that it does not include the disadvantaged criterion.

## **COST LIMITATIONS**

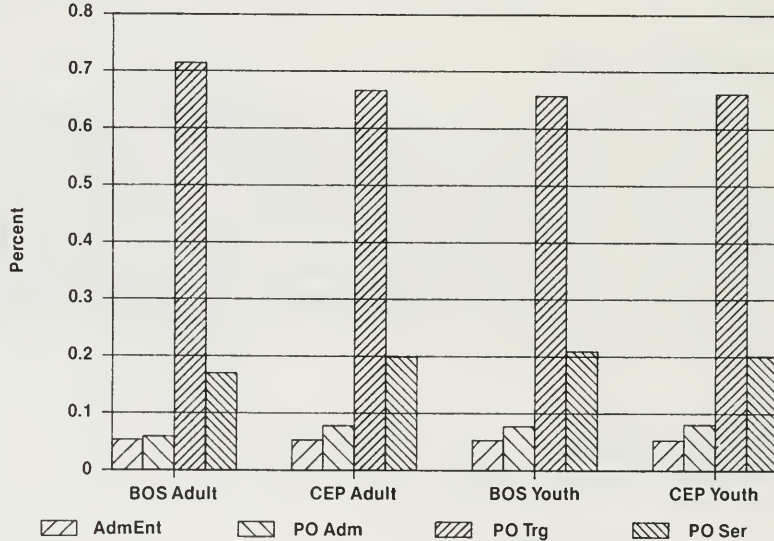
Perhaps the biggest difference between JTPA and CETA is the cost limitations in JTPA. Seventy percent of Title IIA funds must be spent on training; the remaining 30 percent is divided between a maximum of 15 percent for administrative costs and 15 percent for services — (work experience, allowances, needs-based payments and supportive costs, such as day care and transportation, paid directly to participants). JTPA allows additional service expenditures if the PIC requests such expenditures and the Governor grants the waiver. The Balance-of-State received a waiver based on disproportionately high service to handicapped individuals and service to those in long-term training over nine months. The CEP area was exempt from the 15 percent cap on services. However, the CEP Private Industry Council imposed their own 30 percent cap on the services category.

# SDA EXPENDITURES BY COST CATEGORY

(10/1/83-6/30/84)



(7/1/84-6/30/85)



Key:

AdmEnt Administrative Entity  
PO Adm Program Operator Administration

PO Trg Program Operator Training  
PO Ser Program Operator Services

## USE OF FUNDS

JTPA funds were spent on a wide variety of activities including classroom training, job search assistance, on-the-job training, job counseling, outreach, programs to develop work habits, upgrading, retraining, work experience, vocational exploration, job development, employment generating activities, participant follow-up, relocation assistance, industry specific skill training, remedial education and basic education.

## SUMMARY: LOOKING BACK, LOOKING AHEAD

JTPA brought dramatic changes to Montana's employment and training programs. The JTCC is proud of the state's achievements in implementing the new concept. While there isn't room to discuss each of those in this document, a brief review follows.

1. Private sector council members were meaningfully involved in setting job training policy. They actively designed programs to meet employer's needs while always attempting to have a quality impact on participants' lives.

2. Both Montana SDA's met or exceeded all performance standards in Program Year 1984, the first year they were required to do so.

3. Montana implemented JTPA very quickly. We were at the forefront in developing innovative dislocated worker programs, a comprehensive management information system, a program operations manual and an incentive policy. We were one of only four states to have an EEO system approved by the Office of Civil Rights. Thus, Montana often provided technical assistance to other states.

4. National fears about JTPA serving only the most job ready were unfounded in Montana. Service to those who suffered the most significant barriers to employment was excellent. While JTPA allows ten percent of participants to be noneconomically disadvantaged, 97 percent of Montana JTPA enrollees were economically disadvantaged. The national level of economically disadvantaged was 93 percent.

5. JTPA's cost restrictions and high placement standards limit the ability to provide work experience and long-term classroom training. But Montana maintained a variety of services to meet the needs of individuals. Montana's component enrollments compared to national averages are as follows: Approximately one-third of all enrollees participated in on-the-job training; about one-fifth were involved in classroom training; one-half in employment and training activities (such as Job Club). Only one-tenth of all adults were enrolled in work experience. But one-third of all BOS youth were enrolled in work experience compared to one-fifth of CEP youth.

Nationally, one-third of participants were enrolled in classroom training; one fourth in on-the-job training, one-fifth in employment and training activities and one-tenth in work experience.

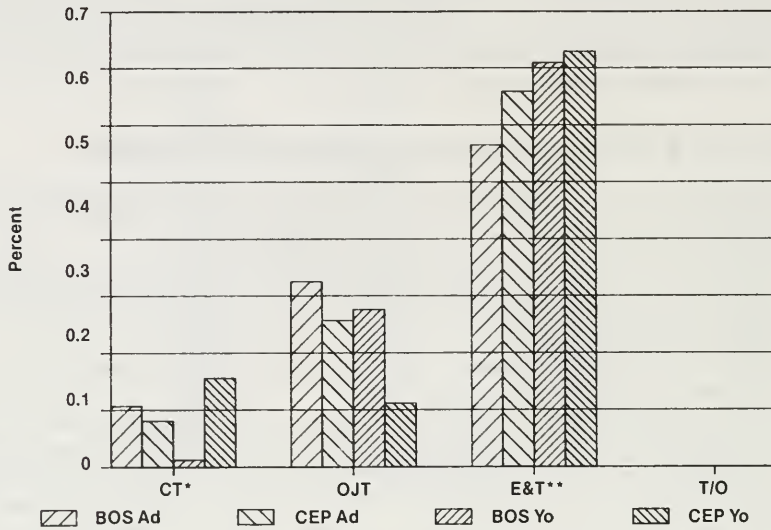
The average number of weeks in training is as follows:

Title	Adult	Youth
BOS IIA	16	14
CEP IIA	17	11
Title III	12	N/A

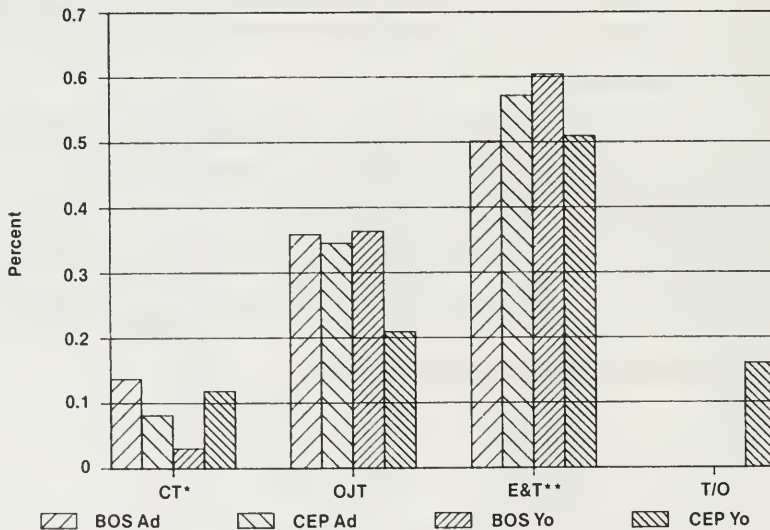
This compares with 14 weeks of training at the national level for both adults and youth.

# IIA TRAINING EXPENDITURES

(10/1/83-6/30/84)



(7/1/84-6/30/85)



## Footnotes:

\* Includes Basic Education

\*\* Includes Job Club, World of Work, Mobile Job Search

## Key:

CT

OJT

E&T

T/O

Classroom Training

On-the-job Training

Employment and Training Activities

Tryout Employment

BOS Ad

CEP Ad

BOS Yo

CEP Yo

BOS Adult

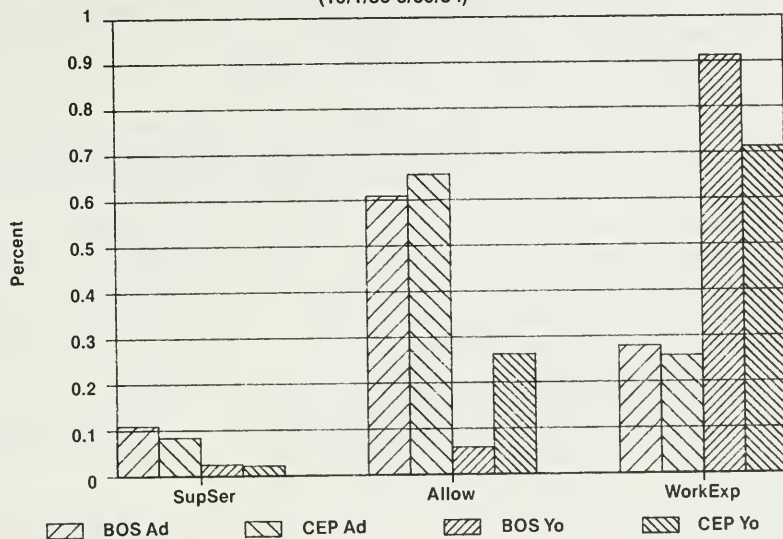
CEP Adult

BOS Youth

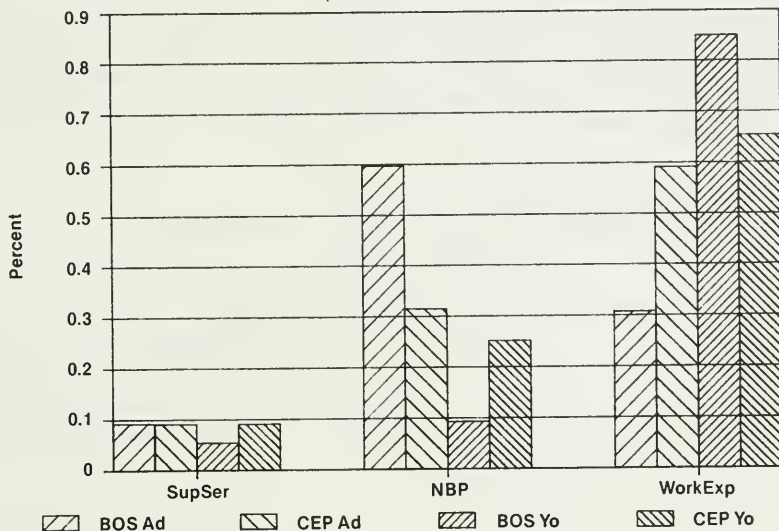
CEP Youth

# IIA SERVICES EXPENDITURES

(10/1/83-6/30/84)



(7/1/84-6/30/85)



Key:  
SupSer Supportive Services  
Allow Allowances  
WorkExp Work Experience

BOS Ad BOS Adult  
CEP Ad CEP Adult  
BOS Yo BOS Youth  
CEP Yo CEP Youth

Key:  
SupSer Supportive Services  
NBP Needs-based Payment  
WorkExp Work Experience

6. The councils and staff launched an aggressive public information campaign aimed at both employers and the JTPA eligible population. "Working Together Works" became the theme of film, TV, radio and newspaper advertisements. The film was a massive effort in cooperation among employer groups, major corporations, organized labor, state and local government officials, council members, program operators and advocacy groups for handicapped individuals, women and Native Americans. All of these groups participated in the filming which was kicked off by Governor Schwinden.

7. But Working Together Works is not just a theme. There are dozens of examples of joint planning between the SDA's involving all aspects of the job training system. While the JTPA partners, their staff and program operators may not always agree on every issue, cooperation has been successful during the dramatic changes brought by JTPA.

In spite of the success achieved during JTPA's initial period, the councils continue to refine and improve programs. Issues of continuing concern are discussed below.

1. The Job Training Partnership Act itself often creates barriers to developing programs. The restrictions on supportive services and work experience are two examples of barriers. Councils will continue to explore ways to assure adequate training and make a significant impact on individuals.

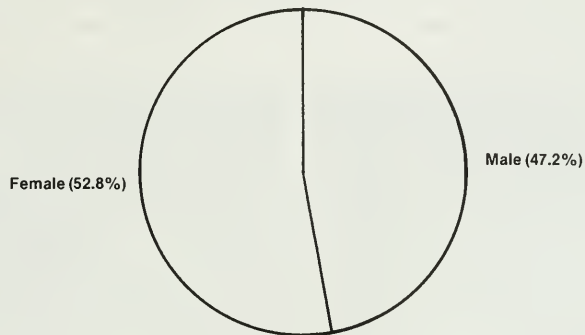
2. The long-term impact of Montana's JTPA programs needs to be assessed. A 90-day follow-up report to measure post program earnings gain and retention was initiated recently. The report still needs refinement. In addition, the JTCC is commissioning a study which will measure participants success in the labor market over a longer time period.

3. While service to most target groups was high last year, service to the handicapped could be improved by individual operators. The labor market problems of older workers are a continuing challenge.

4. High wage at placement is important to enable JTPA participants to become self sufficient. The national average wage at placement was \$4.87. The CEP exceeded the national standard of \$4.91 by 17 cents, reaching \$5.08. The BOS wage at placement was \$4.66. Adult female wage at placement was 80 percent of male wage at placement. However, minorities were placed at a higher wage than whites. The Councils realize that unless participants are placed in quality jobs with good wages, the incentive to work is diminished.

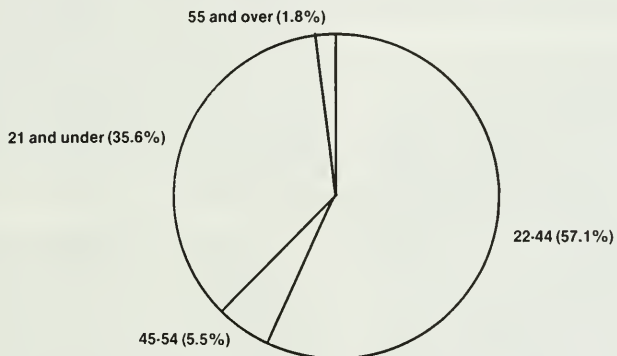
## IIA BOS/CEP MALE/FEMALE

10/1/83 - 6/30/85



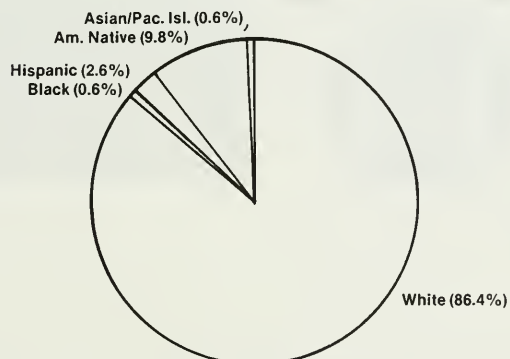
## IIA BOS/CEP AGE CHARACTERISTICS

10/1/83 - 6/30/85



## IIA BOS/CEP RACE CHARACTERISTICS

10/1/83 - 6/30/85



5. Many other challenges face the councils, some of which Montana can exert little influence over. Finding jobs for the economically disadvantaged is particularly difficult with high unemployment and a flat economy. The demand for service greatly exceeds the number of people who can be served. Developing far reaching, cost effective programs for Montana's rural population is also difficult. While the need is getting greater in Montana as reflected in higher unemployment rates, federal and state resources are diminishing. Cost saving measures have to be implemented without compromising the integrity of the programs. The role of each operator in the system will continue to be refined to avoid duplication and foster cooperation to better serve the client.

Montana JTPA councils have tackled every issue aggressively and will continue to assure that job training services match people to jobs and promote the mutual benefit of employers and those seeking jobs.

National studies of employment and training programs illustrate their success. These programs, especially on-the-job and classroom training, increase the post-program earnings of those who participate. In addition, the programs are cost effective. When reduced welfare costs and increased taxes are taken into account, programs return \$1.07 for each dollar spent. The cost benefits do not include the value to society of the actual output produced by participants while they were in the program. The broader social and economic benefits cannot be calculated.

## JTPA TITLES

Below is a summary of Job Training Partnership Act Titles:

**TITLE I** sets up the state and local delivery system and addresses general program and administrative issues, delineating the public/private partnership.

**TITLE II** authorizes funding and sets requirements for SDA training services for disadvantaged youth and adults.

**TITLE III** provides special assistance to dislocated workers. Title III funds must be matched with other state or local funds.

**TITLE IV** establishes funding requirements for federally administered programs such as Job Corps and Native American grants.

**TITLE V** contains miscellaneous provisions and training related changes to other federal laws, including amendments to the Wagner-Peyser Act, which established the employment service, and the Work Incentive Program. The purpose of the amendments is to promote coordination in the employment and training system.

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# ***Title II Programs for Disadvantaged Youth and Adults***

The backbone of JTPA is Title II which funds the majority of programs.

States are allocated funds based on a formula composed of three equal factors:

- the number of unemployed individuals in excess of 4.5 percent unemployed
- the number of unemployed people living in areas of substantial unemployment
- the number of economically disadvantaged people who live in the state

Seventy-eight percent of Title IIA funds are passed through to the SDA's. Based on the above formula allocation, the CEP's share was 18 percent while the BOS received 82 percent. Each SDA's share remained the same throughout the two-year funding period. Based on the incidence of youth in the population, the CEP must spend 35 percent and the BOS 43 percent of IIA funds on youth activities.

## **YOUTH PROGRAMS**

The transition from school to the job market is not an easy process for most youth, but is particularly difficult for disadvantaged youth. Youth programs are designed to reduce the unemployment of young people by lessening the time it takes youth to find jobs. Research shows that intensive job placement programs can increase the employment rates of disadvantaged youth.

Over the past several years the PIC's devoted a great deal of time and energy to designing youth programs. Perhaps the most radical change in Montana's employment and training programs occurred in youth programs. The changes are the result of philosophical differences between CETA and JTPA. JTPA's performance driven system is placement oriented, has statutory limitations on work experience programs, a broader definition of youth (under 22 years of age), and fewer funds available. The goal of CETA was to keep youth in school while JTPA encourages job placement.

Under CETA both the Human Resource Development Councils (HRDC) and the Job Service served youth, but in different capacities. HRDC's operated subsidized work experience programs for youth at public nonprofit sites, while Job Service offered on-the-job training, classroom training, job placement services and basic education. Because of JTPA's limitations on work experience and the emphasis on out of school youth, the PIC's eventually decided that Job Service would operate the basic program for young adults. The HRDC's would serve high risk clients and graduating seniors to complement Job Service, thus avoiding duplication.

Among the factors specified in the Act as appropriate measures of success for youths is the attainment of youth competencies. Other positive terminations include obtaining a job or meeting an employability enhancement requirement (entering non-Title II JTPA training, returning to full time school or completing a major level of education.) Youth programs must achieve a 41 percent entered employment rate and an 82 percent positive termination rate.

Each PIC can determine the youth competencies that are relevant to its particular combination of client characteristics, activities offered, results sought and economic and employment conditions. After many joint meetings of program operator, administrative entity staff and PIC

committees, each of the SDA's set up a series of core categories. They include (1) pre-employment/work maturity — world of work awareness, labor market information, career planning, job search; (2) basic education skills — reading, math, writing; and (3) job specific skills — the primary occupational proficiencies needed to get hired. All local operators have the opportunity to use the employment competency system established by the PIC's.

Another new youth feature in JTPA is "tryout" employment in the private sector. This program is geared for youths who, because of inexperience or other barriers to employment, might have a difficult time getting hired. There is no cost to the employer since the youth's salary is paid entirely by JTPA for up to 250 hours.

Ideally, during the training period, the teenager makes the transition from temporary worker to full-time employee and is then carried on the company's payroll. During the time period covered by this report, the program was operated only in the CEP area where the PIC approved the concept for the Helena and Butte HRDC's.

Title IIB of JTPA provides fully subsidized summer jobs for kids at nonprofit worksites. Providing young people summer jobs not only contributes to their growth and development, but also benefits the nonprofit organizations who employ them. Summer work experience programs help youth by providing jobs for kids who would otherwise be unemployed. Secondly, these programs are geared to teach good work habits to make young people more attractive to employers.

The summer youth program goal is to keep youth in school or attract them back to school. Unlike regular youth programs there were no job placement goals.

## ADULT PROGRAMS

Even in times of economic growth the structurally employed may have difficulty finding jobs. Structural unemployment is the result of lack of marketable skills and discrimination by employers against particular groups, especially women, minorities and older individuals.

JTPA responds to this problem by enabling states and SDA's to build a sequence of programs to address those needs. The sequence might include remedial education in reading and math, skill training (on-the-job or in the classroom), or job club to teach the unemployed in group settings how to look for a job. The major adult program operators are the Job Service, Vocational Rehabilitation and Displaced Homemaker Centers.

Montana's federal employment and training programs have supported displaced homemaker centers since two model programs were initiated in the early 1980's. In 1983, the State Legislature passed H.B. 400 which appropriated \$125,000 a year to expand employment and training services to this target group. Their commitment was renewed in 1985. A \$25 fee on divorces supports the program. With the addition of a site in Kalispell, Montana now has nine Displaced Homemaker Centers: the YWCA's in Missoula, Billings and Great Falls; Miles City Community College; the HRDC's in Havre and Lewistown; Gallatin Council, Bozeman and Career Training Institute, Helena.

Displaced homemakers are individuals who have not worked in the labor force for a substantial number of years, but have been dependent upon another family member and have suddenly lost that income support. The Displaced Homemaker Centers provide training, counseling, job search assistance and other services for displaced homemakers to enable them to enter the labor force.

The Rehabilitative Services Division of the Montana Department of Social and Rehabilitation Services operates a classroom training program for handicapped individuals. The program targets handicapped individuals with few financial resources.

The rehabilitation program emphasizes careful selection of suitable vocational goals and quality placements, with effective follow-up to assure that clients are able to maintain their employment. The program is geared to serve those with mental, physical and emotional disabilities which present substantial barriers to employment. This program emphasizes long-term classroom training.

One of the major components of the Job Service adult programs is the on-the-job training (OJT) component. OJT operates on the premise that private sector employers provide training opportunities that are relevant to the labor market and are employer specific. The program helps the employer defray some of the costs associated with the hiring and training of new workers, while providing the trainee with a practical learning experience. Employees are trained on company equipment to company standards. The result is better quality products, improved efficiency, increased safety records and, of course, better employee performance, loyalty and satisfaction. Studies show that participants are likely to show long-term earnings gains after OJT participation.

The Association for Retarded Citizens operates a small OJT program out of Great Falls to assist slow learners to enter the labor market.

## **GOVERNOR'S DISCRETIONARY FUNDS**

The remaining 22 percent of the funds granted under Title II are a state set-aside to meet the need for education (eight percent); services for older workers (three percent); incentive awards and technical assistance (six percent) and support for the Job Training Coordinating Council and other administrative expenses such as audits (five percent).

Eight percent funds must go to the state education agency unless an agreement cannot be reached on the use of the funds. The Office of Public Instruction, under a Department of Labor subgrant and through coordination with the Job Training Coordinating Council, operated a variety of programs: Adult Basic Education in Billings, Missoula, Great Falls, and Helena; World of Work in Billings, Missoula, Great Falls and Kalispell and at the Butte Pre-Release Center; clerical training at the CEP centers in Helena and Butte; instrumental and craft skill training in conjunction with Title III discretionary projects; Montana Career Information System; Bozeman offender program; and health occupation training at St. Vincent's hospital in Billings.

With the exception of certain funds targeted for administration and coordination, JTPA education funds must be matched to expand services to JTPA participants.

The three percent set-aside provides only a very limited amount of funding for older worker programs, making it difficult to provide statewide services. After consulting with the PIC's, the Job Training Coordinating Council (JTCC) granted three percent funds to nine program operators (eight Human Resource Councils and Green Thumb in Great Falls). As a result, subgrants averaged only \$30,000. The services provided were primarily work experience. Some sites also provided on-the-job training and services of a job developer. A task force will offer recommendations to improve effectiveness of older worker programs for the next two-year plan.

Initially, six percent funds were spent on technical assistance. However, the staff and councils spent several months developing a policy to reward performance while providing technical assistance to operators who did not meet performance standards. They established a three tier system. The first tier defines statewide technical assistance needs such as labor market information. The second level divides the remaining money between Service Delivery Areas. Finally, the third tier establishes a formula for rewarding operators who meet all the performance standards, including one for serving the hard to serve. Both SDA's and the JTCC were involved in developing the joint administration of six percent funds.

Based on their performance in the first nine months of JTPA, the following programs were awarded incentive funds. **BOS:** Billings HRDC, Youth; Bozeman HRDC, Youth; and Job Service, Adult. **CEP:** Bozeman HRDC, Youth and Job Service, Youth. Those receiving awards for July 1, 1984 through June 30, 1985 were **BOS:** Billings Women in Transition, Adult; Bozeman Women in Transition, Adult; Vocational Rehabilitation, Adult; Billings, Bozeman and Lewistown HRDC's Youth. **CEP:** Job Service, Adult; Helena Career Training Institute, Adult; and Butte and Helena HRDC's, Youth. After the staff and councils determine how many operators qualify for incentives, a portion of the funds is directed to technical assistance for service providers.

Under a State Job Training Coordinating Council policy, five percent funds were shared with other Montana JTPA Councils which allowed the SDA's to spend limited administrative funds on direct program management. Both PIC's, the CEP Council of Commissioners and the Local Government Job Training Advisory Council expenses were charged to the five percent. In addition, the Governor sponsored a Women in Employment Advisory Council to make recommendations on increasing the earnings of disadvantaged women. The five percent budget also funded audits for all JTPA programs by a private accounting firm.

## WORKING TOGETHER WORKS PANEL DISCUSSION ON PUBLIC T.V.



Forrest H. "Buck" Boles, President, Montana Chamber of Commerce; Governor Ted Schwinden; Ray Tilman, Chairperson, Concentrated Employment Program Private Industry Council; James W. Murry, Executive Secretary, Montana State AFL-CIO; David E. Wanzonried, former Commissioner, Montana Department of Labor and Industry; B. F. "Chris" Christiaens, Chairperson, Balance-of-State Private Industry Council.

# SELECTED TRAINING/WORK EXPERIENCE PERFORMANCE

October 1, 1983 - June 30, 1984

	BOS SDA IIA Adult	IIA Youth	CEP SDA IIA Adult	IIA Youth
<b>Basic Education</b>				
% of Dollars Spent	0.0%	0.0%	3.2%	4.6%
% of Total Enrollments (1)	1.1%	0.5%	9.0%	11.4%
% of Total Placements (2)	0.2%	0.2%	3.7%	4.8%
Placement Rate	13.3%	20.0%	26.0%	27.2%
Wage at Placement	\$3.40	\$3.35	\$4.07	\$4.11
<b>Classroom Training</b>				
% of Dollars Spent	9.9%	0.8%	4.3%	4.8%
% of Total Enrollments (1)	15.6%	13.6%	18.0%	11.4%
% of Total Placements (2)	6.4%	0.7%	10.2%	6.9%
Placement Rate	48.6%	30.7%	36.6%	43.3%
Wage at Placement	\$5.40	\$4.21	\$4.55	\$4.10
<b>On-the-job Training</b>				
% of Dollars Spent	29.8%	15.6%	23.6%	6.8%
% of Total Enrollments (1)	24.8%	21.3%	22.4%	9.1%
% of Total Placements (2)	29.1%	18.5%	27.6%	10.7%
Placement Rate	79.1%	70.2%	84.7%	86.9%
Wage at Placement	\$5.09	\$4.57	\$5.81	\$4.89
<b>Work Experience</b>				
% of Dollars Spent	8.8%	43.8%	8.3%	39.9%
% of Total Enrollments (1)	8.5%	47.7%	7.2%	42.6%
% of Total Placements (2)	6.8%	40.7%	6.2%	35.8%
Placement Rate	46.8%	48.6%	51.2%	55.3%
Wage at Placement	\$4.80	\$4.10	\$4.66	\$4.29
<b>Employ. &amp; Training Act. (3)</b>				
% of Dollars Spent	51.5%	39.8%	60.6%	43.9%
% of Total Enrollments (1)	57.0%	36.4%	65.8%	53.7%
% of Total Placements (2)	57.9%	40.5%	52.7%	41.8%
<b>Breakouts:</b>				
E&T Placement Rate	91.3%	73.3%	100.0%	100.0%
E&T Wage at Placement	\$4.79	\$4.35	\$5.00	\$3.65
Job Club Placement Rate	58.8%	70.2%	44.5%	59.0%
Job Club Wage at Placement	\$4.24	\$3.93	\$5.34	\$3.90
WOW Placement Rate	37.9%	50.6%	28.7%	20.8%
WOW Wage at Placement	\$4.24	\$3.69	\$4.57	\$3.97
Mobile JS Placement Rate	69.4%	66.6%	50.0%	100.0%
Mobile JS Wage at Placement	\$4.80	\$4.03	\$5.75	\$4.50
Displaced Homemaker Placement Rate	57.3%	N/A	63.1%	N/A
Displaced Homemaker Wage at Placement	\$4.32	N/A	\$5.63	N/A

- Note:**
- (1) % of Total Enrollments may add up to more than 100% since some participants were enrolled in more than one component.
  - (2) % of Total Placements may add up to more than 100% since some participants, if dually enrolled, may show placements for both operators under certain circumstances.
  - (3) Employment and training activities and costs include job search and job referral types of activities performed for the other training and work experience components.

# SELECTED TRAINING/WORK EXPERIENCE PERFORMANCE

July 1, 1984 - June 30, 1985

	BOS SDA IIA Adult	IIA Youth	CEP SDA IIA Adult	IIA Youth
<b>Basic Education</b>				
% of Dollars Spent	0.0%	0.0%	0.1%	0.0%
% of Total Enrollments (1)	1.4%	2.7%	7.6%	5.7%
% of Total Placements (2)	0.7%	1.8%	2.6%	1.7%
Placement Rate	26.6%	34.3%	20.5%	17.3%
Wage at Placement	\$4.42	\$3.81	\$3.67	\$3.53
<b>Classroom Training</b>				
% of Dollars Spent	12.8%	2.4%	6.9%	9.9%
% of Total Enrollments (1)	16.5%	5.7%	32.1%	23.2%
% of Total Placements (2)	9.7%	2.8%	16.3%	14.8%
Placement Rate	50.4%	39.5%	31.8%	37.3%
Wage at Placement	\$5.12	\$4.34	\$5.17	\$4.20
<b>On-the-job Training</b>				
% of Dollars Spent	33.5%	28.6%	29.3%	17.5%
% of Total Enrollments (1)	27.9%	39.3%	37.8%	30.3%
% of Total Placements (2)	31.7%	39.8%	37.5%	27.8%
Placement Rate	73.3%	66.7%	76.6%	76.5%
Wage at Placement	\$5.12	\$4.34	\$5.17	\$4.20
<b>Work Experience</b>				
% of Dollars Spent	6.9%	21.4%	15.1%	16.7%
% of Total Enrollments (1)	7.1%	32.6%	10.9%	21.0%
% of Total Placements (2)	6.7%	24.0%	6.5%	10.9%
Placement Rate	47.7%	44.3%	34.4%	35.2%
Wage at Placement	\$4.55	\$4.08	\$4.35	\$3.63
<b>Tryout Employment</b>				
% of Dollars Spent	N/A	N/A	N/A	13.4%
% of Total Enrollments (1)	N/A	N/A	N/A	11.1%
% of Total Placements (2)	N/A	N/A	N/A	16.1%
Placement Rate	N/A	N/A	N/A	82.2%
Wage at Placement	N/A	N/A	N/A	\$3.98
<b>Employ. &amp; Taining Act.</b>				
% of Dollars Spent	46.8%	47.6%	48.6%	42.5%
% of Total Enrollments (1)	63.0%	40.7%	42.1%	34.1%
% of Total Placements (2)	55.8%	32.9%	40.0%	33.0%
<b>Breakouts:</b>				
E&T Placement Rate	77.1%	55.3%	86.7%	80.6%
E&T Wage at Placement	\$4.82	\$3.76	\$5.06	\$3.68
Job Club Placement Rate	52.3%	51.1%	64.2%	75.0%
Job Club Wage/Placement	\$4.26	\$3.70	\$4.71	\$4.59
WOW Placement Rate	37.5%	38.8%	31.4%	26.8%
WOW Wage at Placement	\$4.33	\$3.80	\$5.86	\$4.17
Mobile JS Placement Rate	44.1%	42.0%	41.6%	0.0%
Mobile JS Wage at Placement	\$4.60	\$4.16	\$4.29	\$0.00
Displaced Homemaker Placement Rate	54.6%	N/A	70.0%	N/A
Displaced Homemaker Wage at Placement	\$4.25	N/A	\$5.28	N/A

- Note:**
- (1) % of Total Enrollments may add up to more than 100% since some participants were enrolled in more than one component.
  - (2) % of Total Placements may add up to more than 100% since some participants, if dually enrolled, may show placements for both operators under certain circumstances.
  - (3) Employment and training activities and costs include job search and job referral types of activities performed for the other training and work experience components.

The making of the  
“Working Together Works” movie



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# ***Dislocated Workers***

In developing the Job Training Partnership, Congress recognized the need to target a portion of the funds for “dislocated workers.” Dislocated workers are those who have suffered the loss of a job due to a plant closure, large layoffs, shifts in the economy, or technological changes.

Who are the dislocated workers? The Federal Bureau of Labor Statistics estimates that there are over 5 million displaced workers in this country. In a recent study they determined that the median tenure of dislocated workers in their former jobs was 6.1 years and over one-third had been in the job ten years or more. Of the 5.1 million who lost their jobs between January of 1979 and January of 1984, only 3.1 million were employed as of January of 1984. Forty-five percent of those were earning less than they earned on the jobs they had lost.

Recognizing the severe emotional and economic problems facing these displaced workers, the Job Training Coordinating Council worked with the Job Service and Training Division to design a program to meet those needs. The program was largely based on a project started by the Montana State AFL-CIO under CETA — a nationally recognized model program. While most states were critically underspent in Title III during the initial period Montana’s program was implemented immediately and expenditure rates were excellent.

Early intervention with dislocated workers is the key to success. Workshops are held in communities where large layoffs are imminent or have occurred to inform workers of state and local services and to address the psychological and economic impacts of a major closure. A network of community site coordinators through the AFL-CIO’s “Project Challenge: Work Again” offers employment counseling, skill assessment and job placement assistance. Retraining and relocation assistance are provided to workers who have been dislocated. Priority is placed on those who are older or face the greatest barriers in transferring to other occupations.

Local Job Service offices also provided Title III services during the period covered by this report. Based on individual needs assessment, they enrolled workers mostly in on-the-job training sites and classroom training.

Another Title III program is a cooperative business/union program operated by the Montana Operating Engineers and the Associated General Contractors Joint Apprenticeship and Training Trust. This project updates the skills of unemployed operating engineers.

While most of the JTPA doesn’t require a state match, the dislocated worker program requires states to match federal funds. The Montana legislature stated its commitment to displaced workers by allocating \$500,000 for the biennium under Governor Schwinden’s Build Montana program towards the required fifty percent match. The largest portion of the money was used to expand regular Title III programs. However, the legislature also targeted funds for the Build Montana Start-up Program. The Start-up program assists employers in new and expanding businesses through competitive grants to train workers for specific jobs with employers. Employers retain hiring discretion once trainees have completed the curriculum. Persons trained under each grant meet displaced worker criteria and the majority are economically disadvantaged.

In addition to regular Title III programs, Montana applied for and received several competitive Title III grants from the Secretary of Labor's discretionary funds. These projects are listed below:

1. The Butte Operating Engineers Project (March, 1984 - June, 1985)

Experiencing a severe economic downturn, Butte-Silver Bow was instrumental in writing, designing and obtaining \$85,434 in federal Title III funds. Thirty-four laid off operating engineers were chosen from 108 applicants to train in loader, roller and power operations; surveying and patrol (or grading); bulldozers; backhoe; and maintenance, welding and the cutting torch. Trainees were also trained in job seeking skills such as making job applications, resumes and interview techniques.

Backers of the program include the Anaconda Minerals Company, which kicked in \$800,000 worth of equipment, Butte-Silver Bow Operating Engineers Local 375, state Job Service and the Butte Vo-Tech.

2. Rocky Mountain Work Project (September, 1983 - April, 1985)

Through the efforts of the Montana State AFL-CIO, Montana became the sponsor of a unique eight-state project. The project provided \$816,600 for training, retraining and placement opportunities for individuals in Montana, Arizona, Colorado, Idaho, New Mexico, Nevada, Utah and Wyoming.

It was geared for those who had become economically disadvantaged through plant closures, reductions in force, business failures or economic reasons beyond their control. Individuals participated in on-the-job training, vocational training and upgrading of skills. The project was not refunded because of USDOL's policy of not refunding ongoing projects and funding only those projects with significant impact on one industry. Since Montana and most other western states don't have many large employers, this policy inhibits the ability to submit funding grants.

3. Craft Skills Retraining Project (March 1985 - February 1986)

A group of individuals from Butte-Silver Bow again initiated a project which will upgrade the skills of machinists and boiler makers giving them a diverse knowledge of machine tool operation, welding and diesel mechanics. Another phase of the program operated at the Butte Vocational-Technical School involves approximately 20 dislocated workers in instrumentation training. The class is an intense six-week course with five hours of class followed by homework. The students must have some previous experience to enroll in this program. USDOL funded this craft enhancement training for \$127,203.

# ***Appendices***

# APPENDIX A

## JTPA COUNCIL MEMBERS ROSTERS

### JOB TRAINING COORDINATING COUNCIL

	Representing		Representing
Jerome C. Overmier, Council Chair 6752 Applegate Helena, MT 59601	Private Sector	Jane Jelinski, Commissioner Gallatin County P.O. Box 1905 Bozeman, MT 59715	Local Government
Representative J. Melvin Williams P.O. Box 245 Laurel, MT 59044	State Legislature	Stan L. Blaz, Commissioner Deer Lodge County 809 E. Third Anaconda, MT 59711	Local Government
Candace K. Brown, Field Representative Human Resource Development Institute Montana State AFL-CIO P.O. Box 1176 Helena, MT 59601	Organized Labor	Gene Christiaansen, Asst. Superintendent Office of Public Instruction State Capitol Helena, MT 59620	State Agencies, Education
Representative Jan Brown 906 Madison Avenue Helena, MT 59601	Private Sector	Bob Palmer, Commissioner Missoula County Missoula County Courthouse Missoula, MT 59801	Local Government
Emy LaBeau, Director The Women's Center YWCA 909 Wyoming Avenue Billings, MT 59101	Community-Based Organizations	Jeffrey Rupp, Director Human Resource Development Council Bozeman Hotel, Suite 300 321 East Main Street Bozeman, MT 59715	Community-Based Organizations
Earl Daley 76 Bonnie Glasgow, MT 59230	Private Sector		
Ron Kissner Plant Manager Holly Sugar Sidney, MT 59270	Private Sector		

## CEP PRIVATE INDUSTRY COUNCIL

	Representing		Representing
Ray Tilman, Council Chair Director, Employer Involvement & Special Issues Anaconda Minerals Butte, MT 59702	Private Sector	Jerry Hartman, Manager Job Service Office 307 East Park Anaconda, MT 59711	Employment Serv.
Jim Chelini Mine Tires, Inc. P.O. Box 689 Butte, MT 59701	Private Sector	Jim Hodge, Owner Columbia Chemical Co. 1216 Bozeman Avenue Helena, MT 59601	Economic Development
Carolyn Crisler, Counselor Anaconda Indian Alliance 509 East Park Avenue Anaconda, MT 59711	Community-Based Organizations	Tom McGovern 702 East Bannack Dillon, MT 59725	Private Sector
Bob Farrell Sheltered Workshop 207 South Montana Butte, MT 59701	Rehabilitation	Delores Messer, Manager Coast to Coast 216 W. Park St. Anaconda, MT 59711	Private Sector
Gene Fenderson, Business Agent Laborers Local #254 110 North Warren Helena, MT 59601	Organized Labor	Pat O'Leary Adult Learning Center 529 North Warren Helena, MT 59601	Education
Harry Freebourn Vo-Tech Center 404 S. Wyoming Butte, MT 59701	Education	Jerome Overmier, Vice Chair Vice President & Cashier First Bank Helena 6752 Applegate Helena, MT 59601	Private Sector
Charlie Haeffner, Manager Osco Drug Store 1300 East Park Avenue Anaconda, MT 59711	Private Sector	William E. Stevens P.O. Box 609 Boulder, MT 59623	Private Sector
Gary Tavenner Pioneer Hardware 301 Main Street Deer Lodge, MT 59722	Private Sector	Sidney Armstrong Montana State AFL-CIO P.O. Box 1176 Helena, MT 59601	Organized Labor
Bob DeRosia Phillipsburg, MT 59858	Private Sector	Bill Corkhill White Sulphur Springs, MT 59645	Private Sector
Nancy Leifer Department of Commerce State Capitol Helena, MT 59620	Economic Development	Jeff Demetrescu Montana State AFL-CIO P.O. Box 1176 Helena, MT 59601	Organized Labor

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## **APPENDIX B**

### **GOVERNOR'S GOALS PROGRAM YEAR 1983**

#### **Job Training Priorities**

To develop and operate employment and training programs for economically disadvantaged Montanans that will result in economic self-sufficiency through job placements, welfare reductions and wages higher than such individuals were earning prior to enrollment in such programs.

To provide meaningful training and work experience to economically disadvantaged youth to stay in, return to school or enter employment as appropriate by offering work experience and related activities that teach good work habits, career awareness and will, if possible, result in academic credit.

To continue to target employment and training resources to those most in need, that is those who suffer the more severe employment barriers such as handicapped persons, Native Americans, displaced homemakers, those with limited English proficiency and older individuals.

To train, retrain and provide relocation assistance to unemployed and dislocated workers who have limited opportunity for regular employment or reemployment in their occupational skill.

To promote equal opportunity in employment, training and referral in an affirmative manner for all Montanans on the basis of their abilities.

#### **Coordination**

To provide and maintain a comprehensive statewide system of employment and training programs of demonstrated effectiveness in full consultation with state and local agency officials, employer and employee organizations, community-based organizations, labor organizations, employment and training councils, educational institutions, local government officials, and private sector individuals.

To ensure that the state of Montana's employment generating efforts are linked with the development of human resources and training.

To promote local coordination, planning and flexibility in the delivery of employment and training services with the support and assistance of the State.

#### **Labor Market Match**

To alleviate skill shortages in occupations for which there is a significant identified need among Montana employers and to strengthen the state's capability for meeting Montana's longer term requirements for the changing labor market.

To provide for balanced and responsive educational opportunities and training programs commensurate with the demands of the labor market, including exposure to a broad but realistic range of career choices and a realistic understanding of career requirements.

To improve the utility and increase the availability and use of labor market information for timely identification of skill resources, needs and shortages as a basis for program planning, implementation and evaluation.

## **GOVERNOR'S GOALS PROGRAM YEAR 1984**

### **Training Goals**

1. To target employment and training resources to those who can benefit from, and who are most in need of such opportunities. Those who can benefit from the programs shall be individuals who are within 30 months of a job placement goal with the average participant enrollment being 5 months.
2. To develop or maintain employment and training programs to Montanans that provide balanced services to rural and urban areas.
3. To encourage skill training that responds to immediate and long-term job training needs of the local employer community.
4. To encourage the continued development of open entry, open exit courses in education and training programs.
5. To provide appropriate employment counseling, testing and employability development planning to work toward the achievement of the participant's employment potential.
6. To provide equitable services among substantial segments of the eligible population in particular handicapped persons, Native Americans, displaced homemakers, those with limited English proficiency, older individuals and AFDC recipients, dropouts and offenders.
7. To develop and operate employment and training programs for economically disadvantaged Montanans that will result in economic self-sufficiency through job placements and allow these persons to engage in meaningful employment and reduce or eliminate their dependence on governmental support systems.
8. To train, retrain and provide relocation assistance to unemployed and dislocated workers who have limited opportunity of regular employment or re-employment in their occupational skill.
9. To promote equal opportunity in employment, training and referral in an affirmative manner for all Montanans on the basis of their abilities.

### **Coordinating Goals**

1. To encourage joint planning and delivery of service between Montana's two service delivery areas for equity of service to all Montanans.
2. To provide and maintain a comprehensive statewide system of employment and training programs of demonstrated effectiveness in consultation with state and local agency offices, employer and employee organizations, community-based organizations, labor organizations, employment and training councils, educational institutions, local government officials, and private sector individuals.
3. To enhance program delivery coordination through the Job Service and Training Division by linking Title II with other employment and training resources. These programs include state displaced homemaker programs, the Build Montana programs, vocational rehabilitation programs, the Work Incentive Program, state institutional programs and public and proprietary post-secondary institutions.

### **Administrative Goals**

1. To maximize resources by combining employment and training program delivery through shared staff, facilities and administrative structures and processes.
2. To ensure Job Service offices are the primary delivery agent because of their relationship with employers and applicants for both unemployment insurance and labor exchange activities.
3. To monitor and evaluate all employment and training services to ensure high quality performance, efficiency, cost effectiveness, attainment of performance goals and legality of operations.
4. To improve the utility and increase the availability and use of labor market information for timely identification of skill resources, needs, and shortages as a basis for program planning, implementation and evaluation.

# APPENDIX C

## PARTICIPANT CHARACTERISTICS State of Montana Transition Period (October 1, 1983 - June 30, 1984)\*

Category	Statewide Programs			Balance-of-State Service Delivery Area				Con. Employment Program Service Delivery Area			
	State Displ. Home.	III Dist. Worker	3% Older Worker	IIA Adult	IYA Youth	IIB SYETP	Grand Total	IIA Adult	IYA Youth	IIB SYETP	Grand Total
Total:	188	450	66	1,761	1,019	1,138	5,694	560	297	215	5,694
Sex:											
Male	5	348	35	779	537	585	2,898	326	148	135	2,898
Female	183	102	31	982	482	553	2,796	234	149	80	2,796
Age:											
21 and under	24	3	0	0	1,019	1,138	2,696	0	297	215	2,696
22-44	127	361	0	1,566	0	0	2,544	490	0	0	2,544
45-54	30	69	0	136	0	0	296	61	0	0	296
55 and over	7	17	66	59	0	0	158	9	0	0	158
Race:											
White	176	420	60	1,535	855	797	4,790	500	264	183	4,790
Black	0	3	0	9	11	11	40	2	2	2	40
Hispanic	0	7	0	31	46	14	140	14	7	4	140
Amer./Indian/Alas. Nat.	12	19	5	180	107	243	653	39	23	25	653
Asian/Pac. Islander	0	1	1	6	15	41	71	5	1	1	71
Other:											
Handicapped	3	8	8	316	53	66	526	45	14	13	526
Offender	1	9	0	89	123	133	538	126	45	12	538
Dropout	16	51	22	256	248	89	852	89	64	17	852
Welfare/Gen. Assist.**	0	0	0	0	135	227	446	0	43	41	446
Displaced Homemaker	188	22	6	416	12	0	703	59	0	0	703
AFDC Recipient	13	13	3	333	84	180	739	50	29	34	739
Veteran	10	154	19	308	28	3	634	107	5	0	634
UC Claimant	10	184	4	192	41	2	488	52	3	0	488

\*Includes calendar year 1984 Summer Youth Employment & Training Program, Title IIB (SYETP)

\*\*Welfare/general assistance status not collected on adult participants

# APPENDIX D

## PARTICIPANT CHARACTERISTICS

State of Montana

July 1, 1984 - June 30, 1985\*

Category	Statewide Programs				Balance-of-state Service Delivery Area				Concentrated Employment Program Service Delivery Area						Grand Total
	State Displ. Home.	III Disl. Worker	3% Older Worker	IIA Adult	IIA Youth	IIB SYETP	6% Inc. Adult	6% Inc. Youth	IIA Adult	IIA Youth	IIB SYETP	6% Inc. Adult	6% Inc. Youth		
Total:	289	645	93	2,247	1,167	1,580	19	23	748	458	341	0	2	7,612	
Sex:															
Male	4	513	47	945	558	850	8	7	386	218	195	0	1	3,732	
Female	285	132	46	1,302	609	730	11	16	362	240	146	0	1	3,880	
Age:															
21 and under	35	1	0	0	1,167	1,580	0	23	0	458	341	0	2	3,607	
22-44	181	516	0	1,980	0	0	18	0	677	0	0	0	0	3,372	
45-54	53	91	0	199	0	0	0	0	59	0	0	0	0	402	
55 and over	20	37	93	68	0	0	1	0	12	0	0	0	0	231	
Race:															
White	273	592	83	1,957	961	1,101	17	18	657	407	288	0	2	6,356	
Black	0	2	1	14	6	11	0	1	6	2	0	0	0	43	
Hispanic	1	5	0	43	49	57	0	4	25	16	10	0	0	210	
Amer./Indian/Alas. Nat.	13	43	8	227	139	372	2	0	59	32	42	0	0	937	
Asian/Pac. Islander	2	3	1	6	12	39	0	0	1	1	1	0	0	66	
Other:															
Handicapped	7	25	9	438	42	66	1	0	41	18	8	0	0	655	
Offender	1	18	1	105	87	189	0	2	183	67	31	0	0	684	
Dropout	23	86	27	311	266	114	2	2	95	110	18	0	1	1,055	
Welfare/Gen. Assist.	5	57	5	169	62	65	0	1	55	28	34	0	0	481	
Displaced Homemaker	289	37	8	545	10	0	1	0	97	7	0	0	0	994	
AFDC Recipient	25	40	2	502	89	240	5	3	115	59	66	0	0	1,146	
Veteran	8	237	35	359	29	2	1	0	124	10	0	0	0	805	
UC Claimant	21	241	6	229	57	2	2	0	50	7	0	0	0	615	

\* Includes calendar year 1985 Summer Youth Employment & Training Program, Title IIB (SYETP)



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